

**ACTIVITIES BALTIMORE**  
**SMALL PASSENGER VESSEL INDUSTRY DAY**  
**"PASSENGER VESSEL SAFETY"**  
**RADM R. C. NORTH**  
**MARCH 15, 2000**

THANKS CHARLIE. THANKS TO CAPT BUDDY HARRISON FOR  
MAKING THIS PLACE AVAILABLE. I ALWAYS ENJOY  
COMING HERE. GLAD TO SEE ED O'BRIEN – VERY  
HELPFUL TO US AND ALL OF YOU

GOOD MORNING LADIES AND GENTLEMEN IT IS A PLEASURE  
FOR ME TO BE WITH YOU TODAY AND TO SPEAK ABOUT  
PASSENGER VESSEL SAFETY, AND THE PROGRESS WE ARE  
ALL MAKING. I WAS ASSIGNED IN BALTIMORE A FEW  
YEARS BACK WHEN I WAS A LIEUTENANT AND SPENT A  
LOT OF TIME OVER HERE DEALING WITH ILLEGAL HEAD  
BOATS– SO THIS IS A REAL PERSONAL PLEASURE FOR ME  
TO BE HERE.

SOMEONE ASKED WHY THE ADMIRAL CAME – BECAUSE LIKE YOU I AM INTERESTED IN PASSENGER VESSEL SAFETY. I ALSO LIVE IN QUEENSTOWN, SO ITS NICE TO SPEND SOME TIME ON THIS SIDE OF THE BAY. MY FAMILY LIVED IN THE TAYLORS ISLAND/JAMES ISLAND AREA MANY YEARS AGO AND HAULED CARGO ON THE BAY, SO I HAVE SOME “ANCESTRAL” LINK TO THE MARITIME INDUSTRY ON THE CHESAPEAKE. I HAVE A MARINER’S LICENSE – BUT I ENDED UP IN THE COAST GUARD – ASTRAY.

MY THANKS TO ALL OF YOU, THE STAFF AT ACTIVITIES BALTIMORE – THE CHAMPIONS OF THE CHESAPEAKE, AND CAPTAIN MILLER FOR GIVING ME THIS OPPORTUNITY TO SPEAK WITH YOU ABOUT THIS IMPORTANT SUBJECT AND SOME CHANGES SUCH AS THE PILOT PROJECT AND SENIOR MARINE INSPECTORS..

## **INTRODUCTION**

THE CONFERENCE AGENDA TODAY COVERS QUITE A BROAD RANGE OF SUBJECTS THAT DEMONSTRATE THE NEED FOR US TO WORK CLOSELY TOGETHER IN PARTNERSHIP WITH EACH OTHER TO ENSURE MARITIME SAFETY, ENVIRONMENTAL PROTECTION, AND WATERWAYS MANAGEMENT. THOSE ARE OUR COMMON CONCERNS. WERE ALSO SUPPOSED TO FACILITATE COMMERCIAL MARITIME OPERATIONS – HELP MAKE THEM HAPPEN WITH A BALANCE OF SAFETY AND MARINE ENVIRONMENTAL PROTECTION.

THERE'S SOME VERY PERTINENT BAY HISTORY TODAY AT THE MARITIME MUSEUM IN ST. MICHAELS – THE SCHOONER “VICTORY CHIMES” – ORIGINALLY BUILT AS THE RAM EDWIN & MAUDE IN BETHEL DELEWARE IN 1900 AND CARRIED FREIGHT ON THE BAY IS PREPARING TO CELEBRATE ITS 100<sup>TH</sup> BIRTHDAY. IN THE LATE ‘40’S AND ‘50’S SHE, ALONG WITH THE RAM “LEVIN J. MARVEL BUILT IN 1891 CARRIED PASSENGERS ON THE BAY AS “DUDE CRUISERS”. THEY WERE 125’ LONG, 23’ BEAM AND 210 GROSS TONS – UNINSPECTED.

THE LEVIN J. MARVEL BROKE UP IN HURRICANE HAZEL ON 12 AUGUST 1955 OFF NORTH BEACH WHILE ENROUTE TO ANNAPOLIS FROM CAMBRIDGE AND 14 PEOPLE DIED. THE VESSEL HAD BEEN POORLY MAINTAINED, MANNED INADEQUATELY ETC. THE LOSS OF THE LEVIN J. MARVEL LED TO THE PASSAGE OF THE BONNER ACT REQUIRING INSPECTION AND CERTIFICATION OF SMALL PASSENGER VESSELS. I WAS 11 YEARS OLD AT THE TIME AND REMEMBER TALKING ABOUT THIS WITH MY FATHER.

### **PARTNERSHIPS**

THINGS HAVE CHANGED A LOT SINCE 1955. WE HAVE A LOT OF RULES AND REGULATIONS NOW.

WHILE WE RECOGNIZE THAT IT IS OFTEN NECESSARY TO REGULATE SPECIFIC SOLUTIONS TO TARGETED PROBLEMS, THE COAST GUARD BELIEVES THAT AN IMPORTANT WAY TO FOR ENHANCE SAFETY AND POLLUTION PREVENTION IS COOPERATIVE INDUSTRY/GOVERNMENT PARTNERSHIPS THAT ADDRESS SAFETY ISSUES THROUGH NON-REGULATORY SOLUTIONS – OR FIGURING OUT WHAT THE OPERATIONAL RISKS ARE, AND OFFSETTING THEM BEFORE A PROBLEM DRIVES A NEW REGULATION.

THE COAST GUARD HAS FORMAL PARTNERSHIPS WITH NINE INDUSTRY ASSOCIATIONS. THESE PARTNERSHIPS HAVE ALREADY YIELDED SOME POSITIVE NON-REGULATORY ACTIONS.

PARTNERING IS DEFINED BY THE FOLLOWING FIVE PRINCIPLES:

- HONOR THE MARINER. SEEK AND RESPECT THE OPINION OF THOSE WHO DO THE WORK AFLOAT AND ASHORE.
- MAINTAIN BALANCE. APPLY COST EFFECTIVE SOLUTIONS TO SAFETY AND ENVIRONMENTAL ISSUES.
- SEEK NON-REGULATORY SOLUTIONS. ENCOURAGE AND EMPHASIZE INCENTIVES AND INNOVATION. RECOGNIZE AND SUPPORT THOSE WHO SEEK TO RISE AND REMAIN ABOVE THE MINIMUM LEVELS OF REGULATORY COMPLIANCE.
- TAKE A QUALITY APPROACH. SEEK A BETTER, AND MORE COST EFFECTIVE SOLUTION. ADVOCATE THE PRINCIPLE THAT PROCESS IMPROVEMENTS AND COST SAVINGS GO HAND IN HAND WITH SAFE OPERATIONS. –AND–
- SHARE COMMITMENT. THIS IS THE RESPONSIBILITY OF ALL STAKEHOLDERS.

OUR GOAL IS VERY SIMPLE: NO PASSENGER OR CREW DEATHS.  
I WOULD ALSO ADD: ELIMINATE INJURIES AND PROPERTY DAMAGE.

## **BACKGROUND**

AT THIS TIME I WOULD LIKE TO GIVE YOU SOME BACKGROUND OF THE PASSENGER VESSEL INDUSTRY AND WHAT THE COAST GUARD SEES WHEN THIS SUBJECT IS DISCUSSED. THE COAST GUARD DOESN'T SEE JUST BALTIMORE, OR THE CHESAPEAKE, OR EVEN JUST THE EAST COAST. WE HAVE TO VIEW THE ENTIRE PASSENGER VESSEL INDUSTRY – HEAD BOATS ON THE CHESAPEAKE; DUKW'S IN ARKANSAS; FAST FERRY'S IN NEW YORK; JET BOATS IN IDAHO; GAMBLING VESSELS ON THE MISSISSIPPI; CRUISE SHIPS IN ALASKA; OPEN INFLATABLE DIVE BOATS IN HAWAII; AND EVEN SUBMARINES IN THE U.S. VIRGIN ISLANDS.

AT THE SAME TIME THOUGH, WE MUST RECOGNIZE THE UNIQUENESS OF LOCAL OPERATING CONDITIONS AND PRACTICES AND WORK TOGETHER TO MAKE NATIONAL RULES FIT LOCAL SITUATIONS. MEETINGS LIKE TODAY HELP DO THAT.

THE U.S. DOMESTIC PASSENGER VESSEL FLEET INCLUDES APPROXIMATELY 6000 VERY DISPARATE VESSELS OF 100 GT AND UNDER AND ABOUT 200 VESSELS OVER 100 GT WITH AN ANNUAL PASSENGER CARRIAGE OF ABOUT 200 MILLION PERSONS.

THE COAST GUARD AND THE PASSENGER VESSEL INDUSTRY HAVE BEEN VERY SUCCESSFUL IN ACHIEVING THEIR GOAL; DEATHS DUE TO CASUALTIES ON DOMESTIC VESSELS ARE VERY LOW IN NUMBERS. HOWEVER, LAST YEAR 13 PASSENGERS DID DIE DUE TO THE LOSS OF THE DUKW, MISS MAJESTIC. HOWEVER, THE SECOND OUR GUARD COMES DOWN A TRAGEDY CAN OCCUR. THE MISS MAJESTIC IS A RECENT EXAMPLE OF WHAT CAN OCCUR WHEN OUR COLLECTIVE DILIGENCE. THIS AFTER DUKW'S HAVE HAD A FLAWLESS HISTORY OF NO LIVES LOST FOR THE PREVIOUS 40 YEARS. PASSENGER INJURY TREND IS ALSO DOWNWARD.

CURRENTLY THE COAST GUARDS FACES A PASSENGER VESSEL INDUSTRY ANTICIPATING SIGNIFICANT GROWTH, MOST NOTABLY IN HIGH SPEED VESSELS. UNIQUE CRAFT SUCH AS WING IN GROUND ARE ALSO BEING DEVELOPED. FUTURE TRAFFIC GROWTH OF ALL TYPES, PASSENGER, FREIGHT, AND TANKERS, WILL INCREASE CONGESTION ON ALL OUR WATERWAYS. WE CAN'T IGNORE THE FACT THAT OUR RISKS ARE INCREASING AND WE MUST FACE THE CHALLENGE TOGETHER.

## **REG HISTORY**

LET'S TAKE A BRIEF LOOK AT THE CHANGES THAT HAVE AFFECTED THE SMALL PASSENGER VESSEL INDUSTRY FROM A REGULATORY STANDPOINT AND THE DIRECTION OF FUTURE REGULATIONS.

IN 1957 THE COAST GUARD IMPLEMENTED THE FIRST REGULATIONS AFFECTING THE SMALL PASSENGER VESSEL INDUSTRY, PRECIPITATED BY CASUALTIES INCLUDING THE RAM LEVIN J. MARVEL. THE COAST GUARD MADE THE FOLLOWING ASSUMPTIONS WHILE DRAFTING THE ORIGINAL REGULATIONS:

- MOST OF THE PASSENGERS CARRIED ARE UNACQUAINTED WITH THE HAZARDS OF THE SEA;
- LACK OF SEAWORTHINESS, OVERLOADING, FIRES AND EXPLOSIONS HAVE BEEN THE BASIC CAUSES OF SOME OF THE MORE SERIOUS CASUALTIES WHICH HAVE OCCURRED ON UNINSPECTED PASSENGER CARRYING VESSELS; AND
- THERE IS A NEED FOR A MEANS OF ESCAPE AND SURVIVAL IN CASE OF CASUALTY TO THE VESSEL.

THE METHOD USED TO PROTECT THE PASSENGERS WAS TO PRESCRIBE SPECIFIC EQUIPMENT REQUIREMENTS.



THEN THE FIRST MAJOR REVISION OCCURRED IN 1963. SINCE THEN, CHANGES IN VESSEL SIZE, PASSENGER CAPACITY, INCREASES IN THE SERVICES OFFERED, EXPANSION OF ROUTES, AND TECHNOLOGICAL ADVANCES HAVE DICTATED ANOTHER REVISION.

ALMOST FOUR YEARS AGO THE COAST GUARD ENACTED THE LATEST VERSION OF THE SMALL PASSENGER VESSEL REGULATIONS - REGULATIONS THAT TOOK 10 YEARS TO COMPLETE DUE TO EXTENSIVE PUBLIC COMMENT AND LISTENING SESSIONS. THESE REGULATIONS WERE DRAFTED ON THE SAME ASSUMPTIONS AS IN 1957. HOWEVER, THE METHOD USED TO ENSURE PASSENGER SAFETY WAS MUCH DIFFERENT. WE USED RISK ANALYSIS. WE USED A VESSEL SAFETY SYSTEM CONCEPT.

NO LONGER ARE WE ABLE TO SEPARATE A SPECIFIC PIECE OF EQUIPMENT FROM THE VESSEL TO REVIEW IT MERITS. THE VESSEL AND ALL OF ITS EQUIPMENT MUST NOW BE REVIEWED AS A TOTAL SAFETY PACKAGE. A SYSTEM, THAT PROVIDES ACTIVE AND PASSIVE PROTECTION TO ITS PASSENGERS. IT'S A SYSTEM THAT IS DESIGNED TO PREVENT GETTING TO THE POINT OF PUTTING PEOPLE IN THE WATER.

AREAS OF FAILURE OR CONCERN ARE NOW ARMED WITH DETECTORS AND/OR ALARMS. THE OPERATOR OF THE VESSEL NOW HAS AN EARLY WARNING OF A PROBLEM AND CAN RESPOND IN A TIMELY MANNER. THE OPERATOR IS GIVEN A GREATER CHANCE TO SAVE THE VESSEL AND THEREFORE KEEP THE PEOPLE ONBOARD.

BILGE ALARMS, SMOKE DETECTORS, FIRE DETECTORS, ETC. ARE SOME OF THE METHODS USED FOR EARLY NOTIFICATION OF A POTENTIAL PROBLEM. HOWEVER, THIS CONCEPT OF A SAFETY SYSTEM GOES BEYOND PHYSICAL EQUIPMENT. IT INVOLVES MANAGEMENT OF RISK; AND MOST IMPORTANTLY, IT FOCUSES ON THE HUMAN ELEMENT – THE CREW.

### **RISK**

OUR CORE PREVENTION PROGRAMS, PERIODICALLY ADJUSTED AND FOCUSED THROUGH CASUALTY ANALYSIS AND RECOGNITION OF RISK TRENDS, HAVE BEEN EFFECTIVE IN LIMITING PASSENGER DEATHS TO A SMALL NUMBER, GENERALLY THE RESULT OF THE LOSS OF THE VESSEL ON WHICH THEY WERE EMBARKED – IN THIS AREA THE EL TORO WAS THE LAST.

OUR CORE PASSENGER VESSEL SAFETY PROGRAM IS CARRIED OUT THROUGH DOMESTIC SAFETY STANDARDS.

COMPLIANCE PROGRAMS ENSURE THAT VESSELS MEET THESE STANDARDS. OUR SAFETY STANDARDS DEVELOPMENT BEGAN BACK IN THE MID-1800S AND CONTINUES TODAY. IT IS A CONTINUOUS IMPROVEMENT PROCESS OF INCORPORATING NEW TECHNOLOGY, LESSONS LEARNED, AND KNOWLEDGE GAINED FROM CASUALTY INVESTIGATIONS, PRACTICAL EXPERIENCE, AND RESEARCH AND DEVELOPMENT PROJECTS.

MUCH OF THE HISTORY OF THE REGULATION OF MARITIME SAFETY HAS BEEN REACTIVE – DISASTERS LIKE THE LEVIN J. MARVEL, IN TERMS OF LARGE NUMBERS OF LIVES LOST OR SIGNIFICANT ENVIRONMENTAL DAMAGE, FOLLOWED BY LEGISLATION, WHICH IN TURN WAS IMPLEMENTED THROUGH NEW REGULATIONS.

WILL NEW REGULATIONS COME OUT OF THE LOSS OF THE MISS MAJESTIC? PERHAPS – BUT WE’VE ALREADY MET WITH THE OWNERS OF THOSE VESSELS AND IMPLEMENTED MEASURES TO BETTER APPLY AND COMPLY WITH EXISTING RULES.

MARITIME SAFETY HAS TRANSITIONED FROM THIS HISTORICAL “REACTIVE” APPROACH TO TODAY’S PROACTIVE, SYSTEMATIC, RISK-BASED APPROACH, EXEMPLIFIED BY THE PASSENGER VESSEL SAFETY ACT OF 1993, WHICH FOCUSED ON PASSENGER VESSELS EVADING INSPECTION THROUGH BAREBOAT CHARTER ARRANGEMENTS. THE RISK POSED BY THESE VESSELS WAS RECOGNIZED BEFORE CASUALTIES OCCURRED, AND ACTION WAS TAKEN TO PREVENT CASUALTIES.

RISK CAN BE DEFINED AS THE PRODUCT OF PROBABILITY OF AN ACCIDENT OCCURRING AND THE CONSEQUENCES IF IT DOES OCCUR. OUR MOST COMPLEX CHALLENGE IS CONSIDERING THE LOW PROBABILITY BUT VERY HIGH CONSEQUENCE EVENT. AN EXAMPLE OF THIS WOULD BE A PASSENGER VESSEL ACCIDENT THAT MAY PUT A LARGE NUMBER OF PEOPLE AT RISK. THE PASSENGER VESSEL SAFETY RECORD IS VERY GOOD, BUT WE STILL CONSIDER OUR ABILITY TO PREVENT, AND, IF NECESSARY, TO RESPOND TO A MAJOR PASSENGER VESSEL CASUALTY AS A VERY HIGH PRIORITY.

OUR STANDARDS ADDRESS BOTH VARIABLES IN THE RISK EQUATION: THE PROBABILITY THAT SOMETHING WILL GO WRONG AND THE RESULTING CONSEQUENCES SHOULD IT OCCUR. OUR APPROACH IS TO REDUCE THE PROBABILITY OF AN ACCIDENT THROUGH PREVENTION PROGRAMS AND CONTINUAL IMPROVEMENT OF OUR RESPONSE CAPABILITY.

GOOD BUSINESS PRACTICES REQUIRE OWNERS AND OPERATORS TO WEIGH THE BENEFITS WITH THE RISKS – IN SHORT, TO APPLY RISK MANAGEMENT TECHNIQUES. IT PROVIDES YOU WITH KNOWLEDGE OF THE RISKS AND HAZARDS THAT YOU DEAL WITH, AND MEASURES TO MINIMIZE OR MITIGATE THE RISKS. THE PVA RISK GUIDE IS A GOOD EXAMPLE OF A PARTNERSHIP INITIATIVE.

A SERIOUS COMMITMENT TO THE USE OF RISK MANAGEMENT TECHNIQUES CAN IMPROVE YOUR SAFETY RECORD. ONCE YOU KNOW WHERE MAJOR AREAS OF RISK EXIST, THEN YOU CAN DEVELOP AND IMPLEMENT A PLAN TO MINIMIZE THE RISK AND MAYBE EVEN REMOVE THE HAZARD ALTOGETHER.

DO YOU KNOW WHERE YOUR RISKS ARE? ARE THEY IN THE SPECIFIC EQUIPMENT YOU USE DAILY? ARE THEY IN YOUR MAINTENANCE PROGRAM? ARE THEY IN YOUR WATERWAY AND OPERATIONAL AREA? TAKE A LOOK AT THE PVA RISK GUIDE.

I'VE TALKED A LITTLE ABOUT HOW WE USE PARTNERSHIPS TO ADDRESS NON-REGULATORY SOLUTIONS. WHILE WE'RE SEEKING NON-REGULATORY SOLUTIONS, MANY COAST GUARD REGULATIONS RECENTLY PROMULGATED ALLOW MORE OPTIONS FOR COMPLIANCE RATHER THAN PRESCRIBING EXACTLY WHAT NEEDS TO BE DONE.

### **SIP**

THE STREAMLINED INSPECTION PROGRAM (SIP) IS AN EXCELLENT EXAMPLE. SIP WAS DEVELOPED AS AN ALTERNATIVE TO TRADITIONAL COAST GUARD INSPECTIONS. IT IS IN RESPONSE TO THE MARITIME REGULATORY REFORM INITIATIVE, WHICH CHALLENGED THE COAST GUARD TO RE-EVALUATE ITS REGULATORY PROGRAMS AND TO DEVELOP ALTERNATIVES THAT WOULD ENSURE THE SAME LEVEL OF SAFETY.

SIP ASKS YOU AND YOUR CREWS TO BE THE ASSESSORS OF YOUR VESSEL'S LEVEL OF SAFETY. IT PUTS THE COAST GUARD IN THE POSITION OF INSPECTING VESSELS USING YOUR VESSEL ACTION PLAN AS WELL AS YOUR DOCUMENTS AND RECORDS TO VERIFY YOUR WORK.

THE SIGNIFICANT DIFFERENCE BETWEEN SIP AND THE TRADITIONAL COAST GUARD INSPECTION PROGRAM IS *NOT* IN THE ITEMS BEING INSPECTED BUT IN THE *PROCESS* OF HOW COMPLIANCE IS ENSURED. YOUR PERSONNEL CONDUCT FREQUENT, PERIODIC EXAMINATIONS OF THE VARIOUS VESSEL SYSTEMS, DOCUMENT THEIR FINDINGS, AND TAKE THE NECESSARY CORRECTIVE ACTIONS WHEN DISCREPANCIES ARE DISCOVERED. THE MAIN THRUST IS TO MAINTAIN A VESSEL IN A CONTINUAL STATE OF COMPLIANCE.

THE COAST GUARD STILL CONDUCTS REQUIRED INSPECTIONS OF THE VESSEL. HOWEVER, THE MANNER OF CONDUCTING THE INSPECTION IS CONSIDERABLY DIFFERENT. THE MARINE INSPECTOR'S PRIMARY FOCUS WILL BE TO REVIEW THE MANAGEMENT OF YOUR PLANS AND CHECK CRITICAL VESSEL SYSTEMS TO VERIFY ACCURACY OF THE RECORDS CREATED UNDER THESE PLANS.

PARTICIPANTS HAVE REPORTED IMPROVED AND MORE  
CONSISTENT LEVELS OF SAFETY AS WELL AS CREWS  
MORE KNOWLEDGEABLE ABOUT SAFETY STANDARDS  
AND REQUIREMENTS.

THIS PROGRAM IS NOT FOR EVERY OPERATOR. HOWEVER, THE  
PRINCIPLE OF CONTINUAL COMPLIANCE IS FOR  
EVERYONE. EVEN THOUGH YOUR OPERATION MAY NOT  
LEND ITSELF TO SIP, I ENCOURAGE EVERY OPERATOR TO  
TAKE A LOOK AT THIS PROGRAM. THERE IS A  
CONSIDERABLE AMOUNT OF INFORMATION IN THE  
PROGRAM AND YOU CAN TAKE ADVANTAGE OF IT.

### **CONCLUSION**

IN CLOSING, ENSURING THAT THE PASSENGER VESSEL  
INDUSTRY MEETS THE SAFETY NEEDS OF THE FUTURE IS  
NOT AN EASY TASK AND CANNOT BE ACCOMPLISHED  
WITHOUT THE COLLECTIVE EFFORTS OF THE MARITIME  
INDUSTRY STAKEHOLDERS – LIKE YOURSELVES – THE  
STATE , AND FEDERAL AGENCIES INVOLVED.



IT IS OUR COLLECTIVE RESPONSIBILITY TO THE PUBLIC, AND TO OURSELVES, TO FACILITATE THIS PARTNERING TO MEET TOMORROW'S CHALLENGES AND PROVIDE THE PUBLIC WITH A PASSENGER VESSEL INDUSTRY THAT IS SAFE, SECURE, AND ENVIRONMENTALLY SOUND. WE'VE COME A LONG WAY SINCE 1955, BUT WE STILL HAVE WORK TO DO. OUR FOCUS ON PREVENTION IS STILL THE BEST ANSWER TO AVOID CASUALTIES.

BUT, WE MUST ALSO CONTINUE TO SEEK NON-REGULATORY SOLUTIONS WHERE POSSIBLE THROUGH PARTNERSHIP WITH STAKEHOLDERS. PARTNERING MAY WELL BE OUR BEST INVESTMENT AS WE MOVE INTO THE NEW MILLENNIUM. YOUR PARTICIPATION HERE TODAY DEMONSTRATES YOUR PARTICIPATION IN AN INFORMAL PARTNERSHIP WITH THE COAST GUARD THROUGH ACTIVITIES BALTIMORE. I APPRECIATE AND RESPECT YOUR EFFORTS TOWARD THE GOAL OF WORKING TOGETHER.

THIS DOESN'T MEAN WE DO AWAY WITH REGULATIONS, OR THAT NEW REGULATIONS WON'T BE DEVELOPED IF APPROPRIATE. BUT IT GIVES US AN OPPORTUNITY TO CONSIDER NON-REGULATORY SOLUTIONS FIRST!

I LOOK FORWARD TO WORKING WITH YOU, THROUGH CAPTAIN  
MILLER AND THE CHAMPIONS OF THE CHESAPEAKE AT  
ACTIVITIES BALTIMORE, TO ENSURE THAT WE CAN MEET  
THE CHALLENGES WE WILL FACE AS WE MOVE INTO THE  
21<sup>ST</sup> CENTURY.

THANK YOU.